



**COTSWOLD**  
DISTRICT COUNCIL

Delivering great services locally

**PERFORMANCE REPORT**  
**July 2022 - September 2022**

## A note on performance benchmarking

Benchmarking can be a useful tool for driving improvement; by comparing our performance with other similar organisations, we can start a discussion about what good performance might look like, and why there might be variations, as well as learning from other organisations about how they operate (process benchmarking).

The second annual benchmarking exercise has been completed for the most recent data available (2020-21), and includes CIPFA benchmarking charts and revised Shire Districts' median /top quartile lines. The 2021-22 benchmarking data will be released over the course of the new financial year, and generally concludes around December time, ready for the 2022-23 Q4 performance report.

Two comparator groups that are commonly used to benchmark Councils' performance are: all shire district councils and CIPFA Nearest Neighbours (NN). The CIPFA NN Model is based on family groups; it adopts a scientific approach to measuring the similarity between councils taking into account a range of demographic and socio-economic characteristics. The standard model provides the 15 nearest neighbours to each council. In contrast, the all shire districts comparator group is a much larger dataset of 181 councils, and there will inevitably be a much greater variation between the councils in this group.

When we embark on performance benchmarking, it is important to understand that we are often looking at one aspect of performance i.e. the level of performance achieved. Although the CIPFA NN Model groups councils on the basis of similarity, these factors are external and based on 'place'. The model does not take into account how services are resourced or compare in terms of quality or level of service delivered, for example, how satisfied are residents and customers? Furthermore, each council is unique with its own vision, aim and priorities, and services operate within this context.

Therefore, benchmarking data should be viewed as a 'guide' and as a starting point for discussion. It is important to understand performance within context, and there will be a variety of internal factors that determine performance including costs, workloads and quality.

### Note

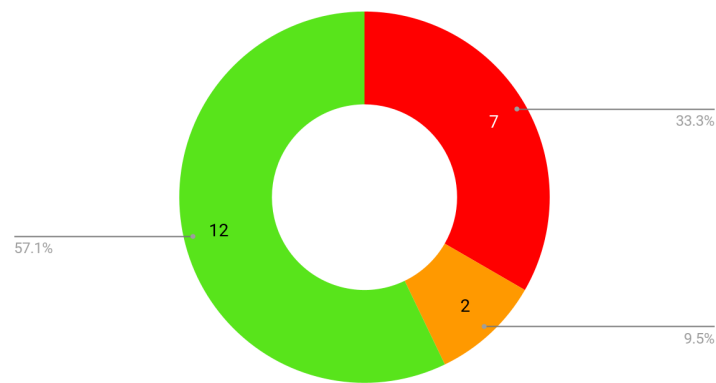
The data has been extracted from LG Inform, a benchmarking tool, which contains a range of routinely published data. It should be noted that:

- the extracted data may differ from the Council's own data;
- the median and top (best 25%) quartile lines are based on annual outturns but applied to the quarterly data;;
- 2021/22 benchmarks are not yet available, so the previous year's benchmarks have been used, and will be revised during each benchmarking exercise.

# KEY PERFORMANCE METRICS

## At a glance...

Summary of Performance



### OVERALL PERFORMANCE

Overall performance for the quarter appears mixed but improving. Benefits and Planning have maintained the improvements evident in the previous quarter. Other areas such as Land Charges and Food Inspections where performance has fluctuated over a number of quarters, have also improved this quarter.

During 2021-22, workloads were high in some services due to a combination of reasons including the continuing impact of Covid-19 on workloads and a shortage of staff. The employment market has remained buoyant and the market for qualified professional staff in particular, is competitive. The retention of staff in some services such as planning is expected to remain a challenge despite the introduction of career graded posts, as well as Customer services.

A common theme highlighted by a number of services is the impact of the cost of living crisis on households, businesses and the Council's services in particular Revenues and Benefits, Planning, Housing Support and Leisure. There are a number of improvement programmes in progress across services focussed on improving the way services communicate with customers, increasing automation and self-serve options for customers, and improving the monitoring of workflows using case management tools

Indicators with targets	Status
Customer satisfaction - phones	
Customer satisfaction - F2F	
Satisfaction for Building Control service	No data
CT collection rate	
NNDR collection rate	
Average days to process CTS new claims	
Average days to process CTS change events	
Average days to process HB change events	
% HB overpayment due to LA error or admin delay	
% major planning applications determined within time	
% minor planning applications determined within time	
% other planning applications determined within time	
Total planning income	
Pre-application advice income	
% planning appeals allowed	
Affordable homes delivered	
% land charge searches dispatched within time	
% high risk notifications assessed within time	
% high risk food premises inspected within time	
Residual waste per household (kg)	Awaiting data
% combined recycling rate	Awaiting data
Missed bins per 100,000 collections	
Leisure visits	
Gym memberships	

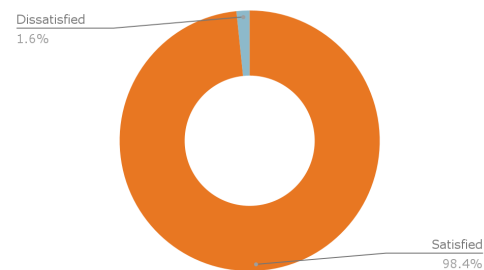
## CUSTOMER SERVICE

### Customer satisfaction

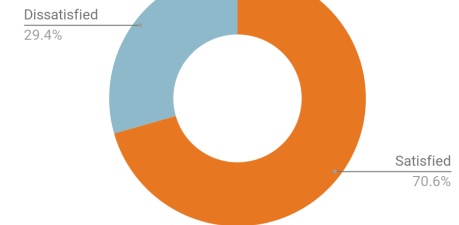
Face to face - 44 respondents



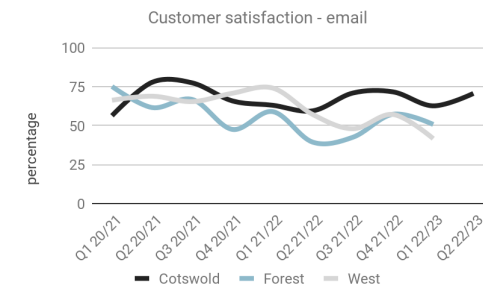
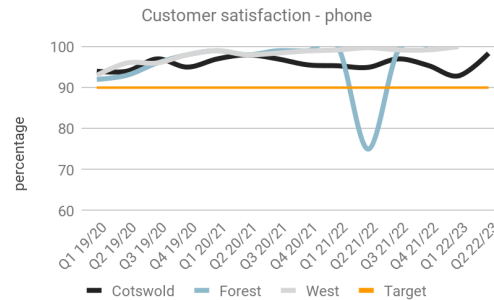
Phone - 61 respondents



Email - 462 respondents



### What's the trend?



### OBSERVATION:

Satisfaction ratings for services delivered face to face and telephone are indicating high satisfaction for services, although the number of survey responses continues to be relatively low.

F2F and telephone surveys require intervention from the advisor, while email surveys are automatically triggered. During busy times, fewer calls are put through to the survey as the calls waiting to be answered are prioritised. The new Customer Support officer is promoting the surveys within the service and ensuring that all advisors are trained in transferring customers to the survey to maximise the completion rate. Feedback from the advisors suggests that some customers are reluctant to complete the survey even though they are advised that it is anonymous or they abandon the call before the transfer to the survey.

In terms of email surveys, all outbound emails sent by customer services from Salesforce contain a link to the survey. Satisfaction ratings for services delivered via email is lower than f2f and telephone. Over the coming weeks, the new Customer Support officer will be undertaking some detailed work to ascertain the reasons for dissatisfaction and solutions for improving satisfaction via this channel.

## Customer satisfaction for the Building Control service



Cotswold Target



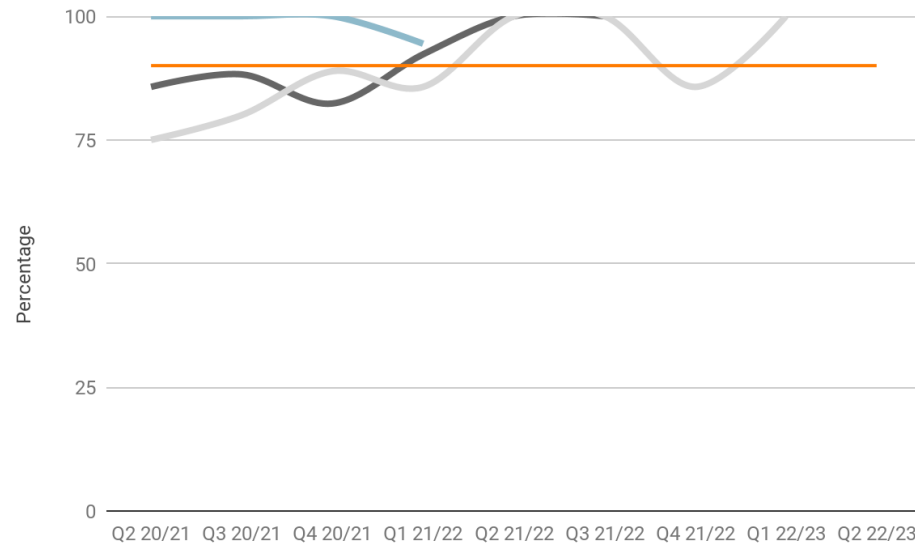
Cotswold



Forest of Dean



West Oxfordshire



### OBSERVATION:

The surveys have been paused temporarily due to a shortage of staff in the service. The service receives very few formal complaints and has not received any complaints in the last six months,

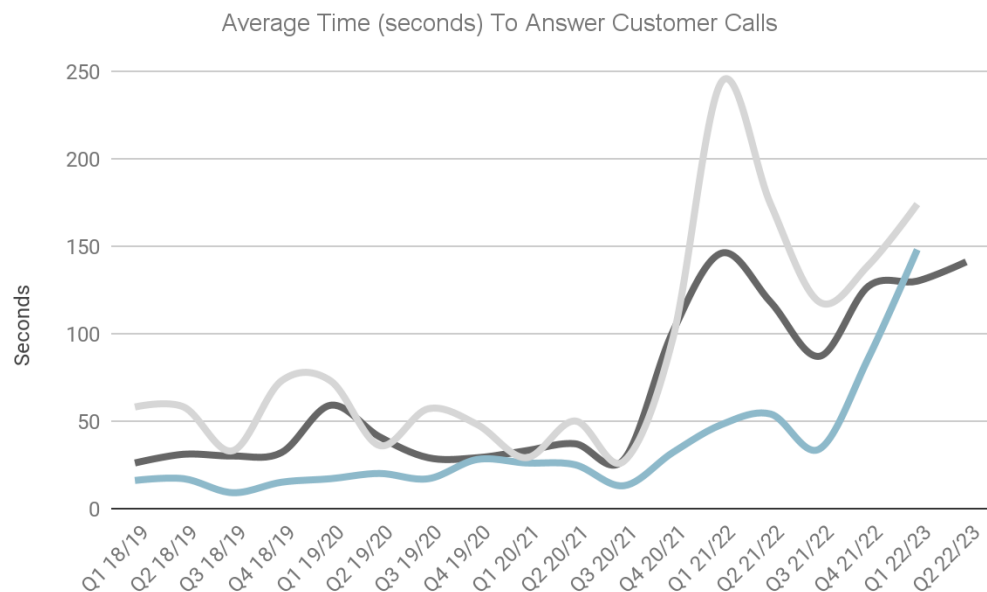
Staff are prioritising workloads, and Technical Support Officers are supporting the Surveyors, who are either in the process of becoming 'licenced' or who will embark on this mandatory training.

All building control surveyors need to be licenced by November 2023.

Overall, the current survey yields a small number of responses and is relatively time consuming. Survey Monkey has previously been used but did not yield a high response rate. Alternative ways of surveying customers will be considered as a wider piece of work on customer satisfaction in services

## Telephone calls - average waiting time

Cotswold Target
  Cotswold
  Forest of Dean
  West Oxfordshire



### OBSERVATION

Average call waiting time in Q2 was around two minutes and 20 seconds, comfortably within the three minute standard considered good for local authorities (GovMetric).

A shortage of staff for the whole of the quarter has resulted in a longer call wait times. Recruitment to posts is continuing and improvements in capacity is expected by Q4. Turnover of staff impacts on capacity due to the loss of experience on the team and the time to train staff up.

In addition to supporting queries relating to Council Tax reminders, the annual canvass, and the roll out of the discretionary CT/energy rebate scheme, all staff in the service have undergone training in Salesforce 2.0 which went live on 21 September 2022. Two staff across the partnership were also allocated to Salesforce User Acceptance Testing for 2-3 weeks ahead of 'go live'. Initial feedback from the advisors on Salesforce 2.0 is positive and should lead to some process efficiency gains.

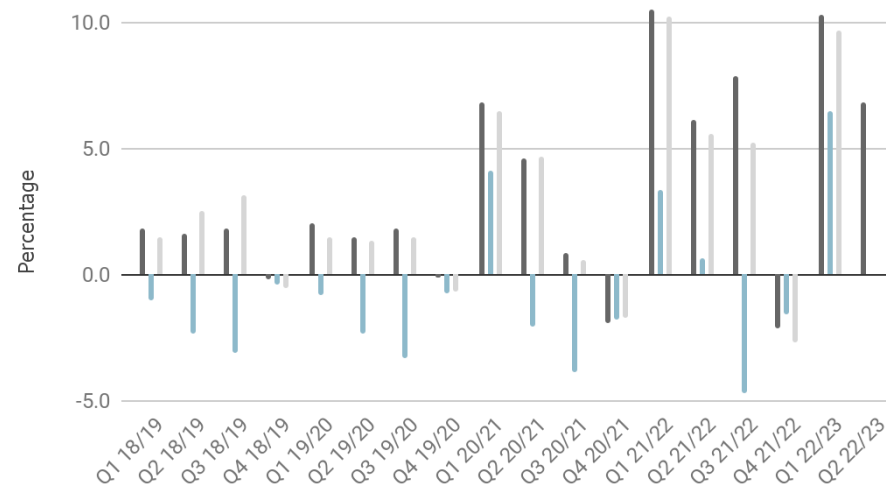
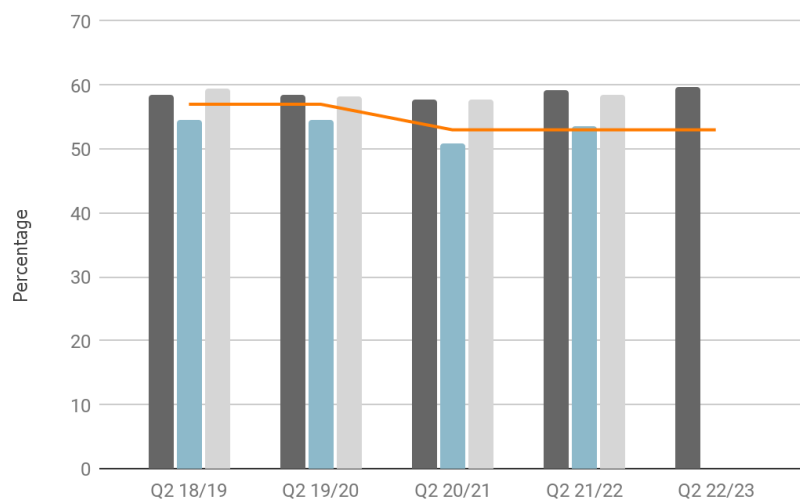
Over the next few weeks, the service is focusing on managing demand through improved engagement with other services; and better understanding the impact of other services' communications with customers/residents on resources in the customer services team throughout the year. The process will be promoted and agreed at the next Publica Business Managers/Group Managers meeting.

As part of the Channel Choice project, the Customer Experience Improvement programme, and the Revenues and Benefits project, processes in services are being streamlined, and the availability of online services is being increased with further integration of forms to the back office systems which is expected to reduce call length time and the need for customer contact

## Revenues and Benefits

**(Cumulative) Percentage of council tax collected at the end of the quarter & the difference between the % of council tax collected and the target**

Cotswold Target
  Cotswold
  Forest of Dean
  West Oxfordshire
  Shire Districts' Median



### OBSERVATION:

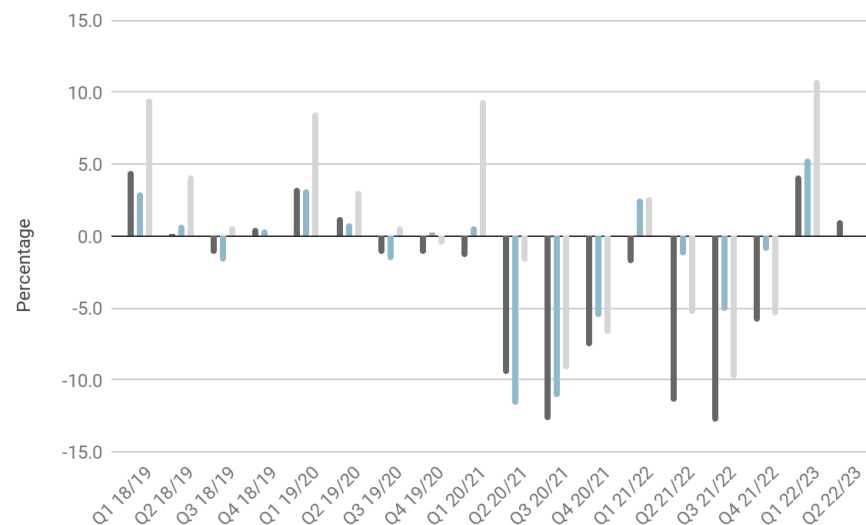
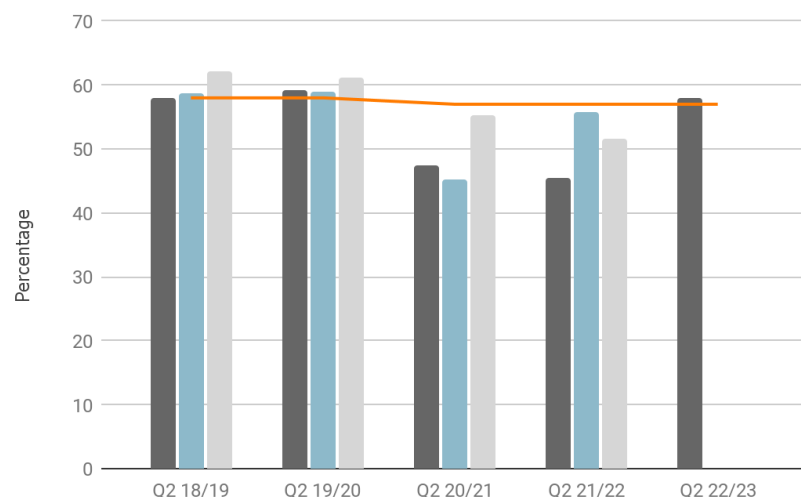
Overall, the collection rate at the end of Q2 appears to be healthy. The improved collection rate will have been helped by recovery action beginning to take effect (following the pause during the first part of the pandemic) with those households in arrears now on repayment schedules, and potentially the roll out of the £150 council tax rebate (paid back to the householder's bank account).

Payments for the £150 mandatory scheme has been completed and the window for applying for the discretionary scheme ended in early October 2022. At the end of September 2022, the Council had distributed £3,584,550 to 23,897 households. The service has been actively working to increase the number of households paying by direct debit to help the roll out of the £150 council tax rebate which is now around 66%-68%.

The rising cost of living could potentially affect collection rates over the next year and beyond, and the service expects some of the newly set up direct debits will be cancelled at a later date. The service continues to support residents, contacting customers by phone and email, and setting up payment plans, as well as referring them to the Client Support team and signposting them to the Council's website and other organisations such as the CAB. The Council has reviewed and consulted on a revised Council Tax Scheme for 2023/4 designed to support more households. The proposals will be presented to Cabinet in November 2022 for recommendation to Council for approval. The debt, however, can only be secured through recovery action and issuing of a liability order.

## (Cumulative) Percentage of business rates collected & the difference between the percentage of business rates collected and the target

Cotswold Target
  Cotswold
  Forest of Dean
  West Oxfordshire
  Shire Districts' Median



### OBSERVATION:

At the end of Q2, the collection rate had increased compared to the same period of the previous year, although it has not yet returned to the level achieved pre-Covid-19.

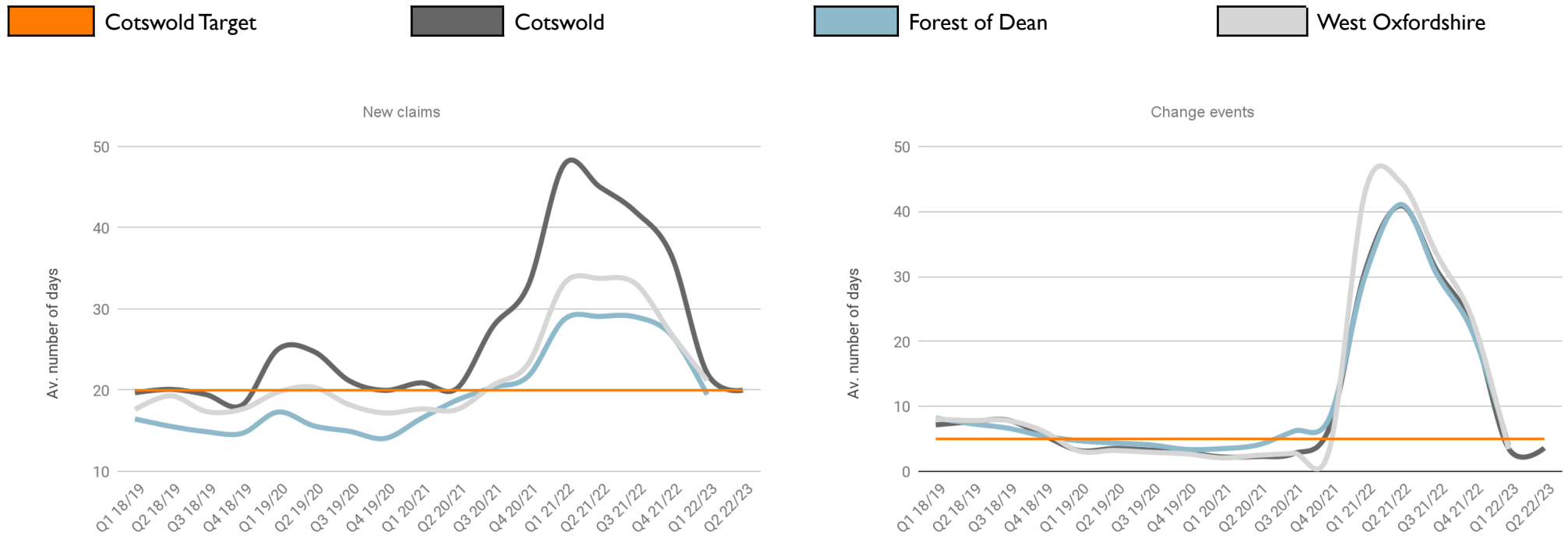
It is likely that the Covid Additional Relief Fund (CARF) has contributed to the improved collection rate. The CARF was made available to those businesses not eligible for extended retail relief but had been impacted by Covid-19. The Council distributed a total of £1,788,614 to 724 businesses. These businesses have had their business rates accounts credited. Although the grant relates to 2021-22, the timing of the receipt has meant that some businesses have used it to offset the current year's account.

The collection rate was expected to remain depressed as some businesses continue to struggle financially due to the cumulative impact of Covid-19, even though many businesses have been supported by extended retail relief and a range of mandatory and discretionary grants. Extended retail relief will continue through 2022-23 at a relief of 50%. The collection rate is expected to be impacted by the cost of living crisis and slow down in the economy.

The service is continuing to support businesses; sending out reminders, phoning and emailing businesses to encourage them to contact the Council so that we can support them via manageable repayment plans. The dedicated team responsible for the recovery of rates will continue to recover debts owed to the Council.



## (Cumulative) Average number of days taken to process Council Tax Support new claims and change events



### OBSERVATION:

At the end of Q2, the service has maintained the significant improvements made since the end of the last financial year.

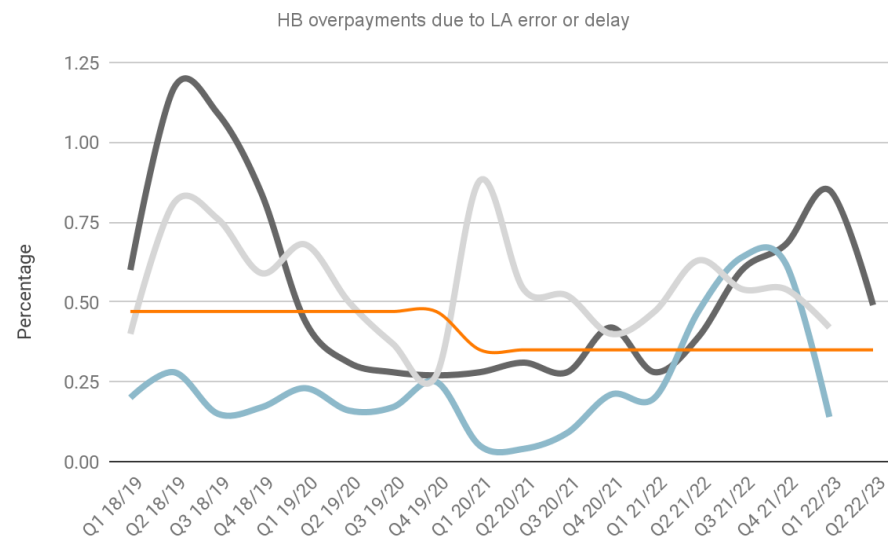
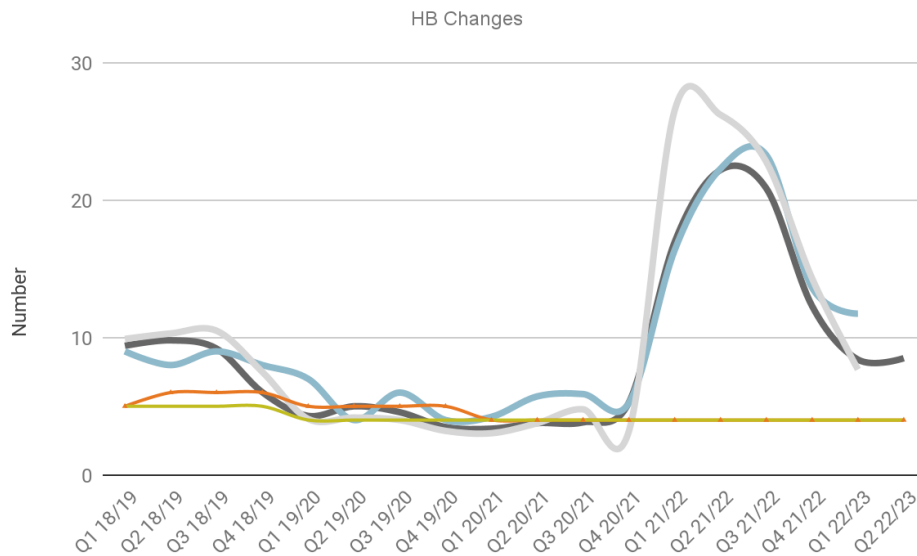
The number of CTS new claims is likely to rise due to the impact of the cost of living crisis on households, and additional resources may be required to support households or distribute further grants /rebates.

The Revenues and Benefits service has supported residents during the roll out of the £150 council tax rebate mandatory and discretionary schemes over the last six months. The service will continue to promote the Council Tax scheme and sign post households in need to the Council's website and other partner organisations. Consultation on the revised Council Tax scheme designed to support a greater number of households has ended, and the results and options will go to Cabinet and Council for decision in November 2022.

Usage of the Open Portal which provides a facility to self-serve is increasing amongst residents and customers; and further development work to improve automation is continuing

## (Cumulative) Average number of days taken to process Housing Benefit changes of circumstances & % HB overpayments due to LA error /delay

Cotswold Target
  Cotswold
  Forest of Dean
  West Oxfordshire
  Shire Districts' Median



### OBSERVATION:

The observation for CTS new claims and changes should be read in conjunction with the observation for HB indicators as the work is performed by the same team.

At the end of Q2, the level of performance for HB changes has been maintained at an average of around 8.5 days. The number of HB new claims has been decreasing over time and therefore the changes to existing HB claims have also reduced as claimants move to Universal Credit. The reduction in HB changes some of which used to be auto processed is making it harder to achieve the target. However, improvements are expected in Q4 as Pension Credit upratings and new year rent increases from landlords are applied.

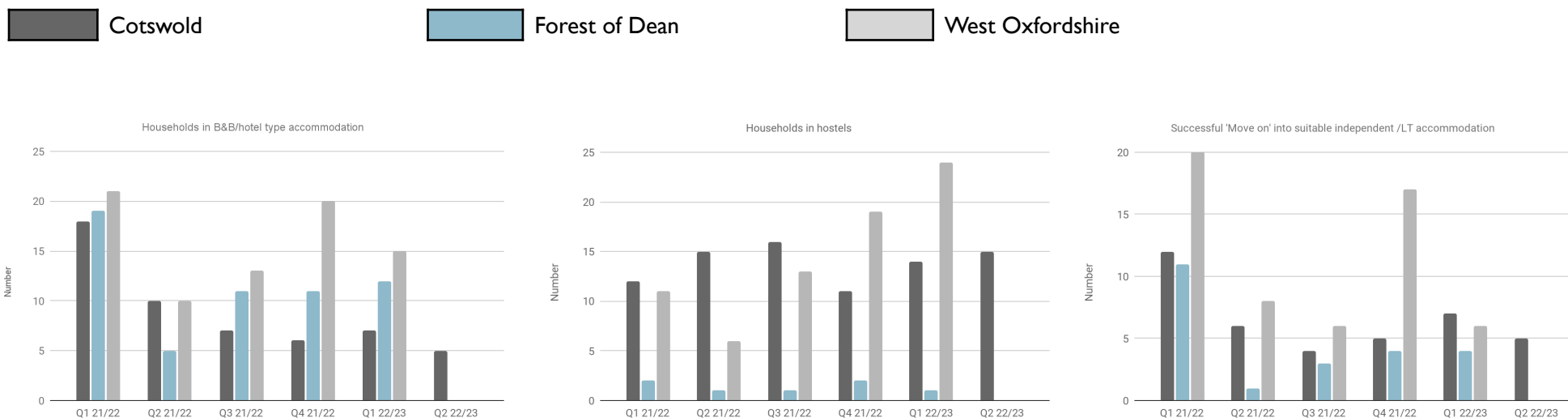
A sizable HB overpayment made in error identified in April 2022 resulted in the target being missed last quarter. At the end of Q2, performance has moved close to the national target of 0.47%. Over the course of the year, the outturn is expected to continue to improve as the caseload increases.

Since April 2022, some resources have been allocated to support the Department for Work and Pension's (DWP) Housing Benefit Award Accuracy (HBAA) initiative to tackle fraud and error. A sample of cases must be checked on a monthly basis. Currently, this is being done manually whilst awaiting a fix from Civica. The software issue is affecting all LAs using Civica

Note: the national target is 0.47%. In 2020-21, the service set a more stringent target of 0.35%

## Housing Support

**(Snapshot) Number of households in B&B/hotel-type accommodation & Hostels (LA owned or managed); and Number of successful 'Move On' into suitable independent/long-term accommodation from B&Bs/hotels/hostels**



### OBSERVATION:

The numbers of people contacting the Housing Team continues to rise in the wake of the current cost of living crisis, the evolving Homes for Ukraine situation and the approaching cold weather during the Autumn/ Winter period, therefore the pressures on the Housing services, systems and pathways remain high.

The Housing Team has refocused more resources on the Prevention approach with the recruitment of specialist Complex Needs officers and also moving people on from emergency accommodation as quickly as possible. The number of people contacting for advice are slightly lower in Cotswold District than Forest of Dean District and West Oxfordshire District, however the availability of social housing stock however remains low. This is partially due to prevention measures being put in place to assist those affected by the financial implications of the increasing cost of living. These measures are aimed at working with households to enable them to remain in their own home, with reducing rent arrears or covering the costs of increased bills. Accessing the Private Rented Sector in the District remains difficult due to affordability.

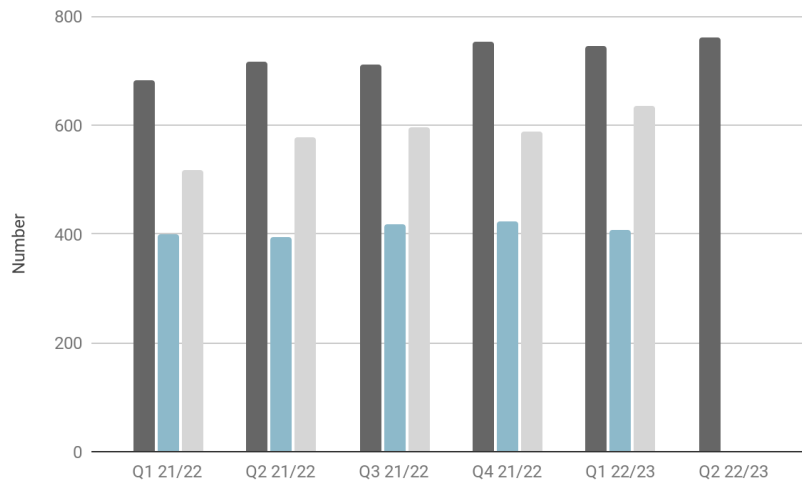
The use of specialist Temporary Accommodation officers is proving invaluable in this task as they are able to offer dedicated support and bespoke solutions for helping clients move on successfully from emergency accommodation.

The team is also focussing on the Homes for Ukraine scheme and providing advice and assistance to Ukrainian families who will need to source their own accommodation as the scheme moves through the initial 12 month period. At the end of Q2, there were 132 sponsors/hosts. The Housing Team has been successful in securing funds from County to recruit a specialist Housing Officer to focus solely on this cohort. The specialist Ukraine Housing Officer will begin working with families and hosts to prevent homelessness wherever possible and assist families to secure their own accommodation in the private sector. Where this is not possible, the Officer will source either rematches to different Hosts through the Homes for Ukraine scheme or source emergency accommodation when needed until a longer term solution can be found.

The Housing Team has also provided targeted provision for rough sleepers as part of its Severe Weather Emergency Protocol response throughout the recent heatwave and will continue to do so during the Autumn/ Winter period. The Housing Team will continue to work with anyone who is new to rough sleeping, regardless of season or weather, to ensure that this is either preventable in the first instance, or where it does occur, that it is brief and non-recurring.

### (Snapshot) Number of Long Term Empty properties (six months and over)

Cotswold Forest of Dean West Oxfordshire



#### OBSERVATION:

During Q2, 156 properties were removed from the long term empty homes list and 170 added. A large number of retirement homes that have not sold were added to the list. In addition, there are a number of housing association properties awaiting demolition.

The service reports that properties are staying on the LTE list longer; anecdotal evidence suggests there are difficulties in getting building supplies for refurb work as well as the impact of the cost of living crisis. Most properties are individually owned and have to be followed up individually which is resource intensive, and will not result in the removal of large numbers from the LTE list.

A range of proactive work is being undertaken to both understand the reasons why properties are coming onto the list so that they can be managed and reduced as well as ensuring that the data is up to date so that these properties are having the correct levy applied and charged for.

A three month rolling action plan is in place, and includes tackling some of the complex cases (property on LTE levy, accounts in arrears, and unresponsive owner). There is a particular focus on contacting those householders whose properties are about to slip into LTE status or a higher levy

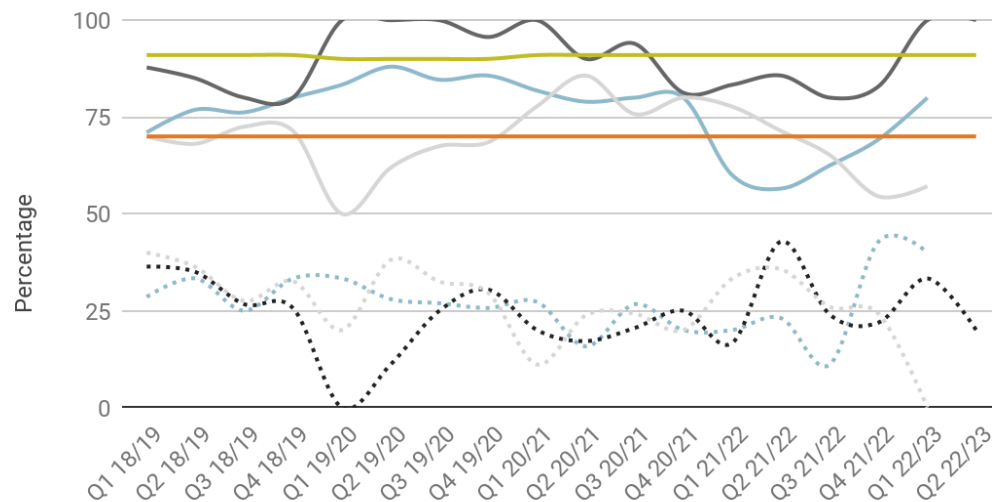
**(Cumulative) Percentage of major planning applications determined**

 Cotswold Target
  Cotswold
  Forest of Dean
  West Oxfordshire
  Shire Districts' Median

----- Cotswold

----- Forest of Dean

----- West Oxfordshire



The charts for the planning performance measures have been separated to demonstrate the number of applications that are completed within the set time frames and the number that are completed as a result of an agreed extension of time.

**OBSERVATION:**

All ten 'Major' applications determined in the first six months of the year were determined within agreed timescales.

Overall, planning performance for all types of applications has improved over the last 12 months. This performance should be viewed in the context of a relatively high number of applications coming in (although it has slowed compared to 2021-22 it remains above historical levels) combined with a high turnover of staff due to the national shortage of qualified Planners and more employment choices.

For the first six months of the year, the service has not been operating at full capacity. The 3.5 vacant Planning Officer posts at the end of 2021-22 were recruited to in Q1, with posts commencing during Q2. Although, there were two temps covering the vacancies, they have now left and their work re-distributed to the core team.

Recruitment and retention is expected to remain a challenge. The Business Manager has implemented measures to improve recruitment including the introduction of career graded posts. New starters are supported with a training programme developed to build the professional capacity of the service, and receive support and mentoring from senior planning officers.

As part of an improvement programme, a number of projects are underway. The final revisions to a new planning checklist and guidance designed to improve the quality of the applications submitted, are being completed. Other projects include improving case management using workflow tools, and improving the way the service communicates with customers.

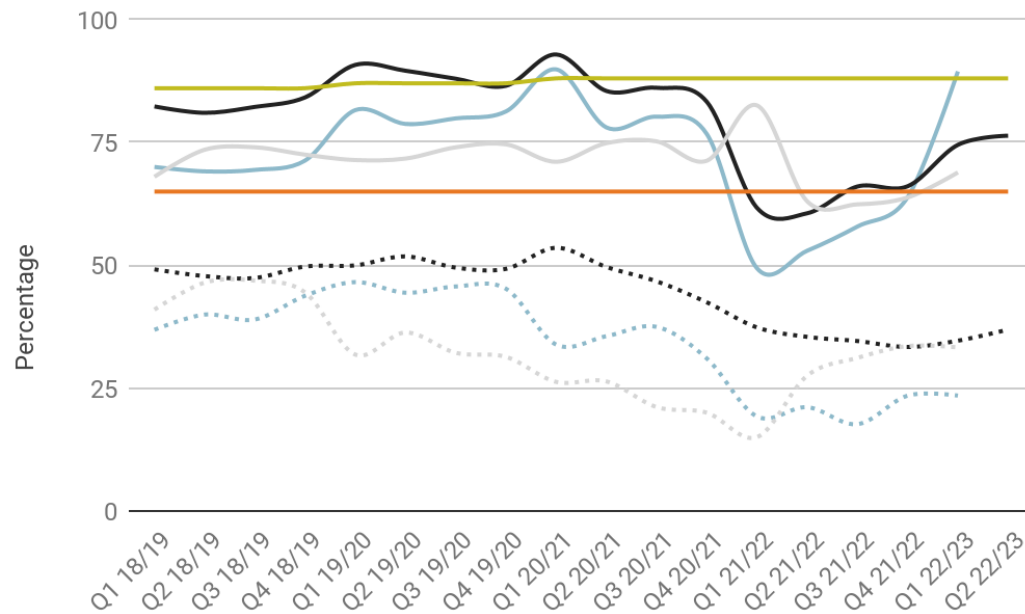
## (Cumulative) Percentage of minor planning applications determined

% of all applications completed within 8 weeks or an agreed timescale

Cotswold Target
  Cotswold
  Forest of Dean
  West Oxfordshire
  Shire Districts' Median

% of all applications completed within 8 weeks

----- Cotswold
 ----- Forest of Dean
----- West Oxfordshire



### OBSERVATION:

Performance for 'minor' applications has been improving over the last few quarters and is looking relatively stable. .

193 minor applications were determined in the first six months of the year, compared to 202 applications in the same period of the previous year.

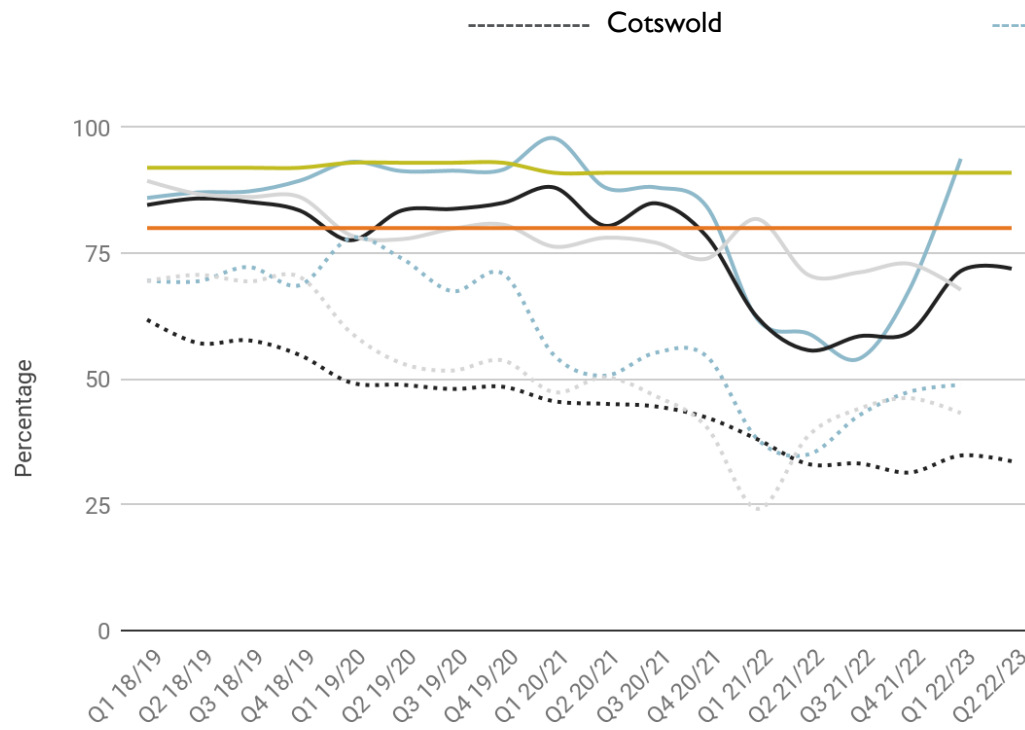
See Observation for Major applications for further explanation

## (Cumulative) Percentage of other planning applications determined

% of all applications completed within 8 weeks or an agreed timescale

Cotswold Target Cotswold Forest of Dean West Oxfordshire Shire Districts' Median

% of all applications completed within 8 weeks



### OBSERVATION:

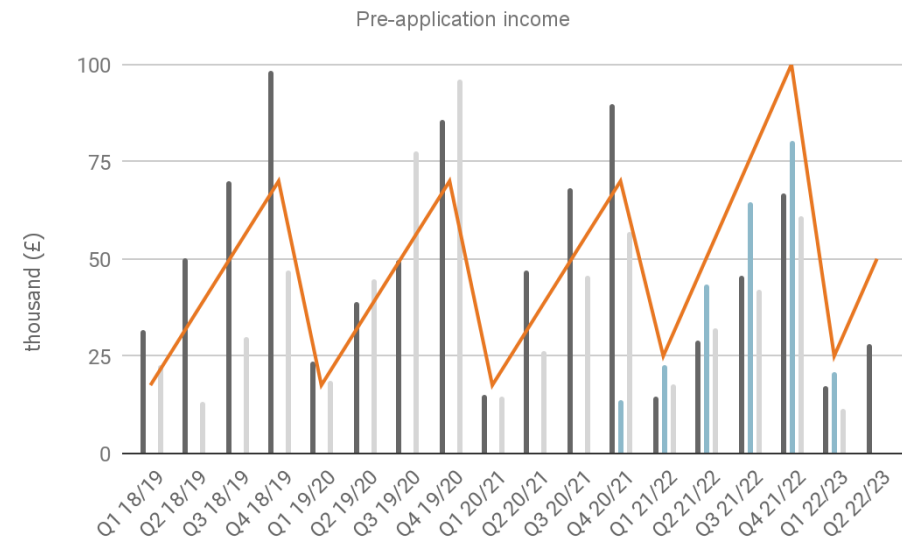
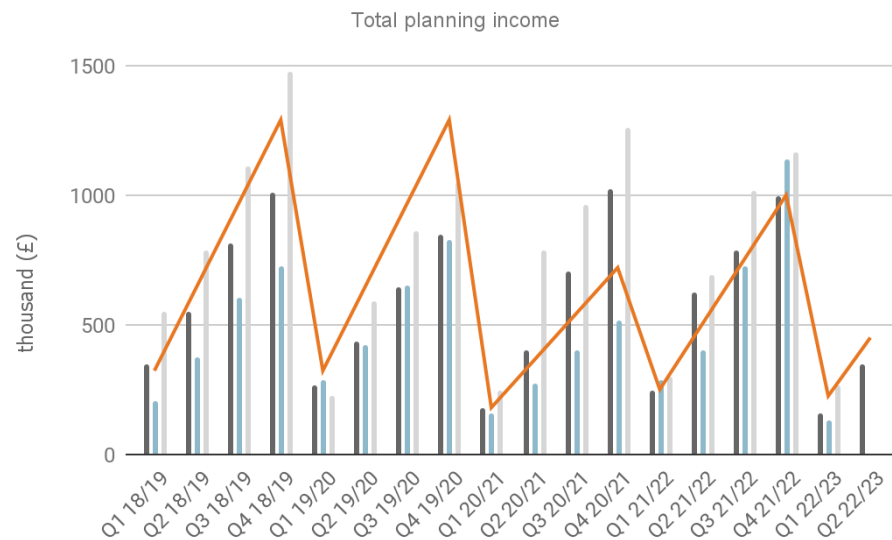
Performance for 'Other' applications for the first six months of the year appears to be stable at around 72% of applications determined within the agreed timeframe.

623 Other applications were determined in the first six months of the year compared to 708 in the same period of the previous year but is higher in comparison to the same period in 2019-20 (569)

See Observation for Major applications for further explanation



## (Cumulative) Planning income



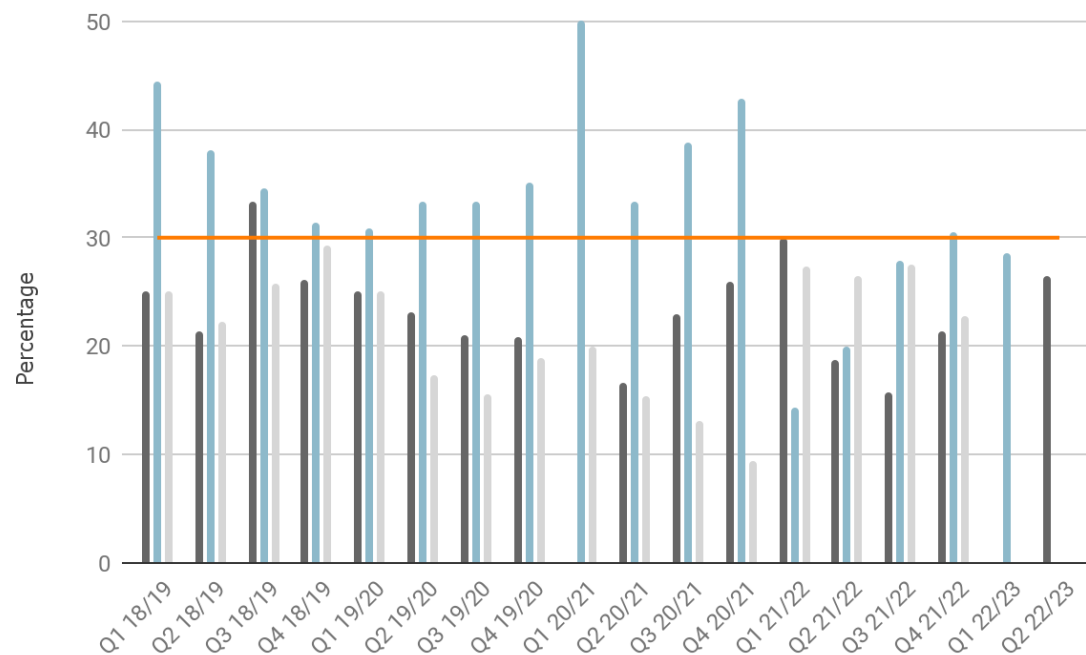
### OBSERVATION:

At the end of Q2, total planning income was short of its target. The number of applications received is slowing but remains higher than historical levels. Pre-application income was lower than expected, partly due to smaller scale pre-applications which attract a lower fee. In addition, with less capacity in the service, the focus has been on delivering other aspects of the service. We may be seeing a slow down in larger developments in particular as the cost of living crisis takes hold and the economy slows down.



## (Cumulative) Percentage of planning appeals allowed

Cotswold Target
  Cotswold
  Forest of Dean
  West Oxfordshire



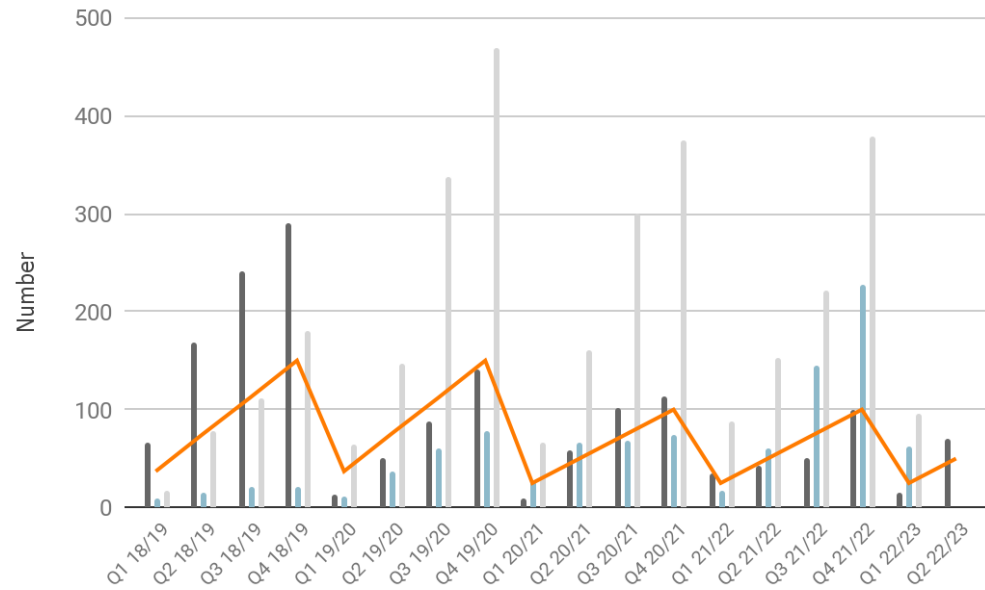
### OBSERVATION:

This indicator seeks to ensure that no more than 30% of planning appeals are allowed (low is good).

Between 1 April 2022 and 30 September 2022, seventeen appeals were decided; 13 decisions were supported, and one decision was split (4.5 decisions allowed).

All four appeals determined in Q1 were supported (appeals allowed = 0%)

## (Cumulative) Number of affordable homes delivered



### OBSERVATION:

At the end of Q2, seventy-one affordable homes were completed against a target of 50.

Forty-four homes for social rent were completed at Leaholme Court, Cirencester and 11 for affordable rent were completed (six at Dyers Lane, Chipping Campden and five at Sandy Lane Court, Upper Rissington) during Q2.

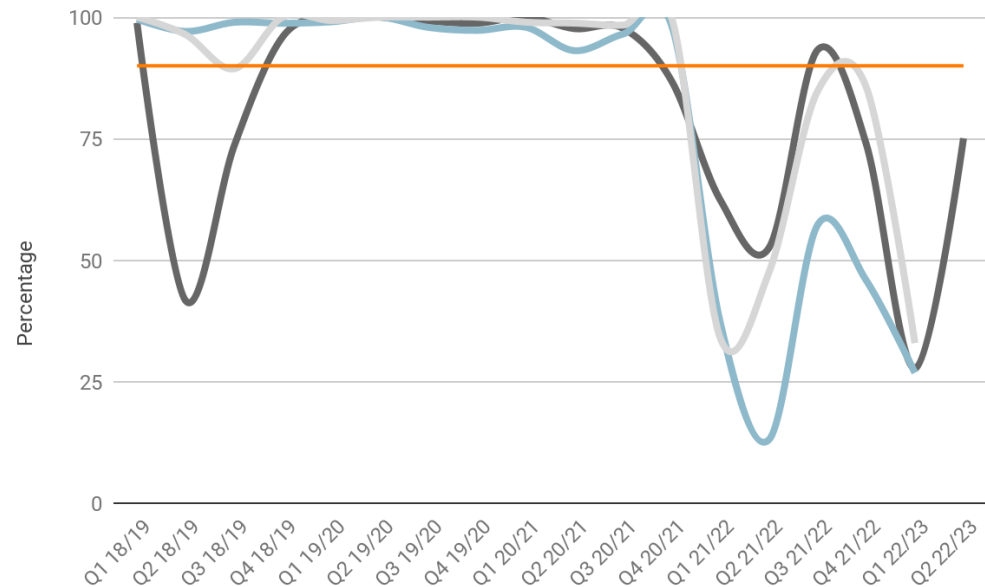
After last year's reduced construction activity due to Covid-19 and the challenges of Brexit on availability and cost of materials, this financial year has started stronger.

The forecast is still to exceed the target of 100 affordable units in this financial year.

Note: this data is collected cumulatively from the beginning of the financial year to account for peaks and troughs

## Percentage of land charge searches despatched within 10 working days

Cotswold Target
  Cotswold
  Forest of Dean
  West Oxfordshire



### OBSERVATION:

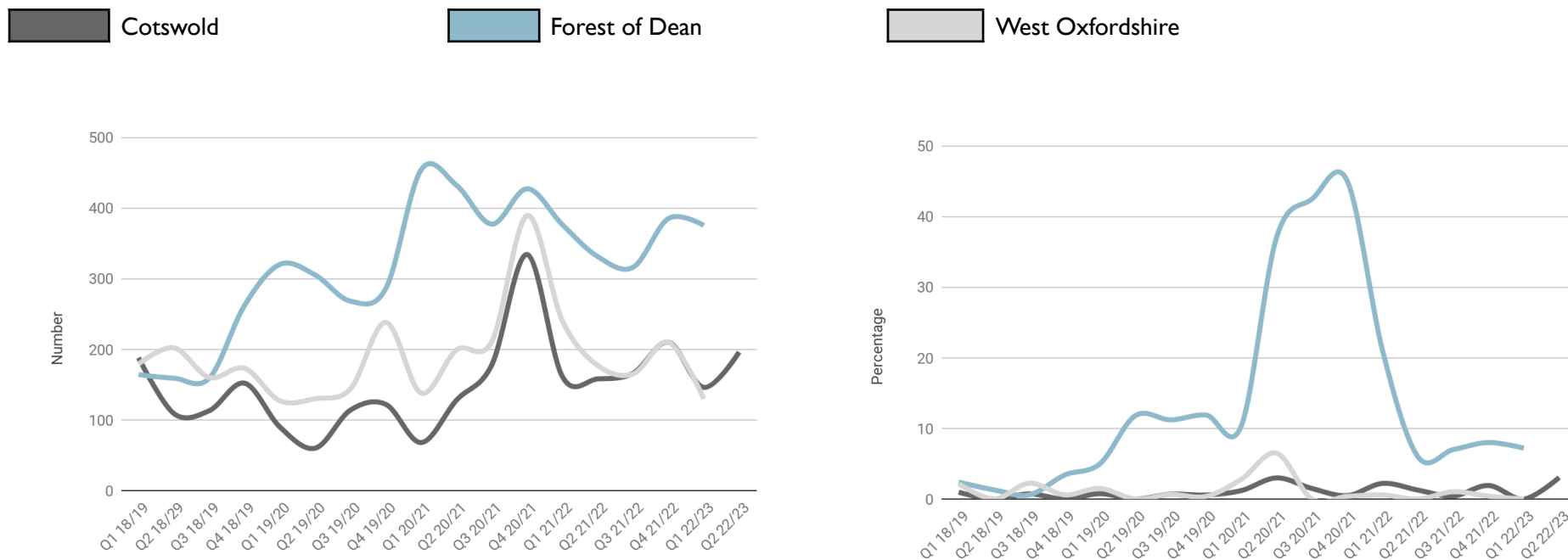
The service has made significant improvements towards achieving its target in Q2. New resources have been allocated to improve internal consultee turnaround times. Furthermore, the service has commenced work to improve communication with those services that provide internal consultee responses (starting with planning) and promote understanding of the land charge service.

The service reports there is no backlog of work, and workloads are generally manageable.

Going forward, the Her Majesty's Land Registry (HMLR) project has commenced. This involves the migration of LLCI searches to HMLR for all Local Authorities. The project will utilise specialist experience within the team, and will be closely and carefully managed internally, and by HMLR to help mitigate any potential impacts to service delivery

## Environmental and Regulatory

**Number of fly tips collected & % of fly tips that result in an enforcement action taking place (defined as a warning letter, fixed penalty notice, simple caution or prosecution)**



### OBSERVATION:

Fly tips increased during lock down and 'stay at home' messages. The number of fly tips collected has since reduced but does not appear to have fallen back to pre-Covid times.

During Q2, 52 flytips were referred for investigation resulting in nine enforcement actions including one prosecution, seven FPNs and one warning letter. The prosecution related to the dumping of black bin bags, soft furnishings, a sofa, cardboard packaging from children's toys, items of clothing and a green waste bin along a bridleway near the B4450 road that leads from Stow-on-the-Wold to Bledington.

The Council takes a proactive and preventative approach to fly tipping, and duty of care work has been carried out with businesses and households to support them to manage their waste responsibly. The Council is also undertaking targeted work in locations which are attracting high levels of fly tipping. A combination of proactive measures to deter fly tipping is used such as signage as well as enforcement activity.

Note: This data source does not contain all types of fly tips e.g. asbestos, at all locations e.g. bring sites. Forest of Dean appears to collect a higher number of fly tips than Cotswold and West as it counts fly tips at bring sites

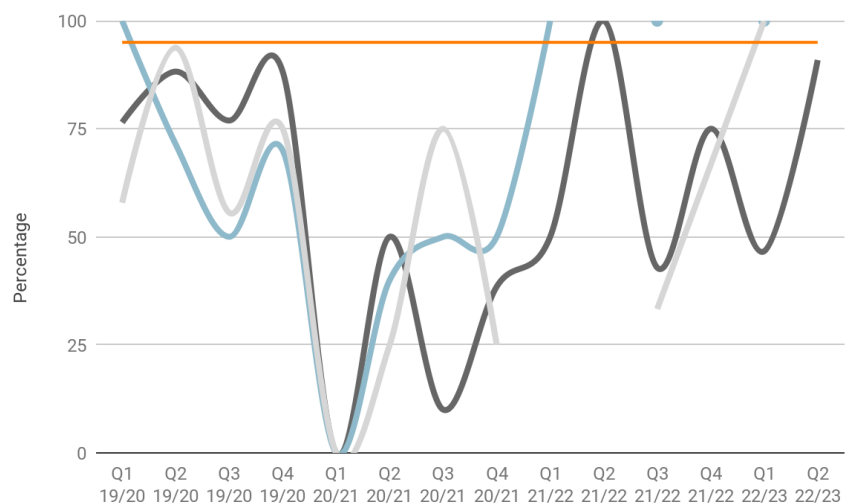
**Percentage of high risk notifications (including food poisoning outbreaks, anti-social behaviour, contaminated private water supplies, workplace fatalities or multiple serious injuries) risk assessed within 1 working day**



**OBSERVATION:**

The Council receives a small number of high risk notifications each quarter. During Q2, one notification relating to unsafe drinking water was received and assessed within the one day

**Percentage of high risk food premises inspected within target timescales**



**OBSERVATION:**

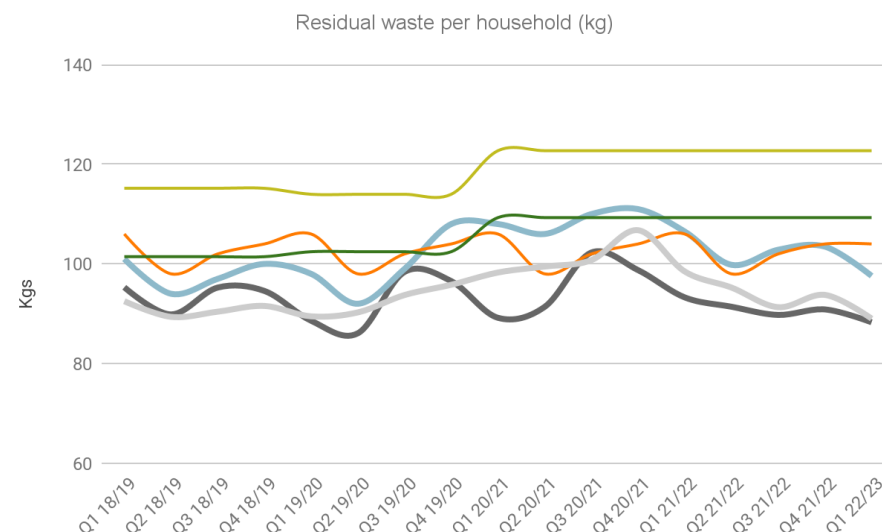
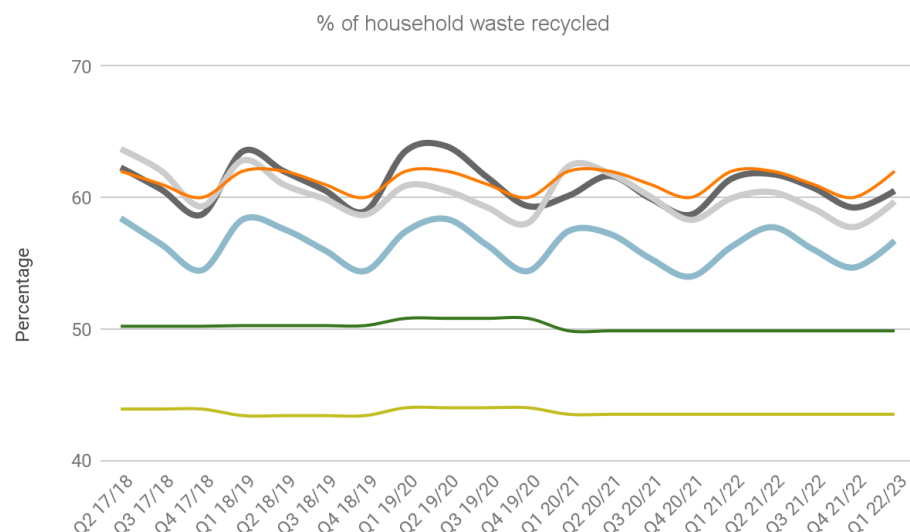
Despite a shortage of staff during the quarter, a good level of performance has been achieved. During Q2, eleven high risk food inspections were due, of which ten were completed within the target timescale. The remaining inspection has since been completed.

The service has previously been unable to recruit senior environmental health officers who are qualified to do high risk food inspections. The service is being re-designed to manage the shortfall in senior officers and approval has been given for an additional senior post from the existing team, although the officer post will not be backfilled

## Waste Management

### (Cumulative) Percentage of household waste recycled & Residual household waste per household (kg)

■ Target   
 ■ Cotswold   
 ■ Forest of Dean   
 ■ West Oxfordshire   
 ■ Top Quartile   
 ■ Shire Districts' Median



#### OBSERVATION:

Awaiting September data. The combined recycling rate for April to August 2022 was 59.32% compared to 61.82% in 2021-22. The 2.5 percentage point difference is attributable to a two percentage point fall in the composting rate due to the dry weather conditions over a prolonged period of time; and a half a percentage fall in the dry recycling rate. Although the dry recycling rate at 22.8% for period to August 2022 has fallen from a high of 26.2% for the same period in 2020-21 (Covid year), it is higher than the pre-Covid year, 2019-20 at 20.8%.

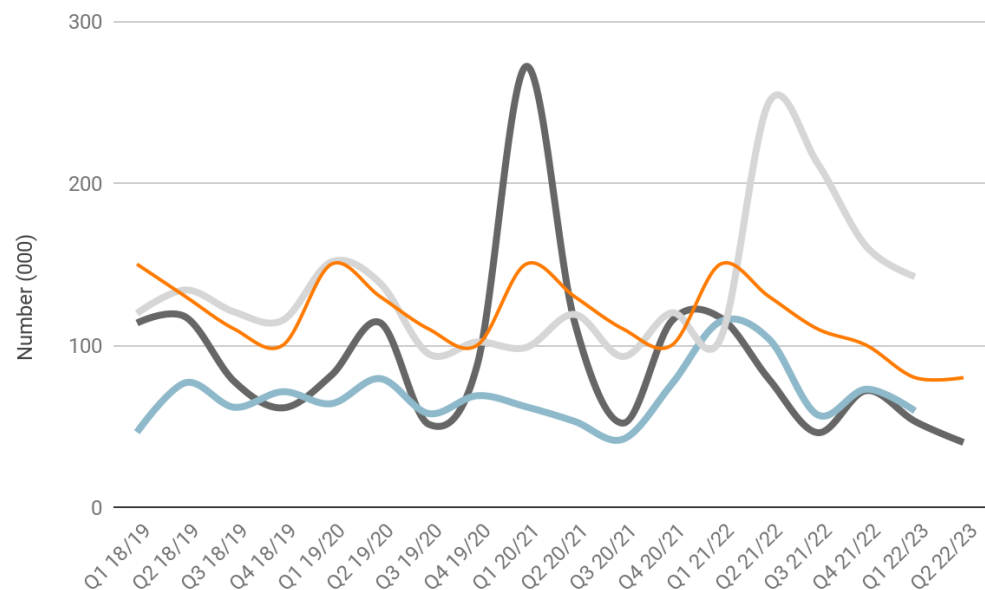
Residual waste has fallen by nearly 4% compared to the previous year but not as fast as other waste streams; and is still 1.8% higher than the pre-Covid year. Taking into account the growth in households, the District produced 7kg less per household between April and August 2022 than a year ago. Residual waste per household was 147.4kg, 154.7kg for the same period last year, and 149.6kg in the pre-covid year.

During Q2, the Council supported messages from Gloucestershire Resource and Waste Partnership on social media which focussed on textiles and Second Hand September. The Council also promoted Great Big Green Week which included information on Repair Cafes, as well as giving out tips on BBQ recycling and using up excess vegetables and fruit.

Notes: Composting and food waste was a single waste stream prior to 2020-21. The quarterly recycling targets are profiled to account for seasonal differences. The data is also presented cumulatively which will flatten out some of these differences

## Number of missed bin per 100,000 scheduled collections

Target
  Cotswold
  Forest of Dean
  West Oxfordshire



### OBSERVATION:

In-Cab technology continues to have a positive impact on the number of missed bins and service delivery.

Due to the national day of mourning, collections for that week were moved on by one day with the final collections being completed on the Saturday.

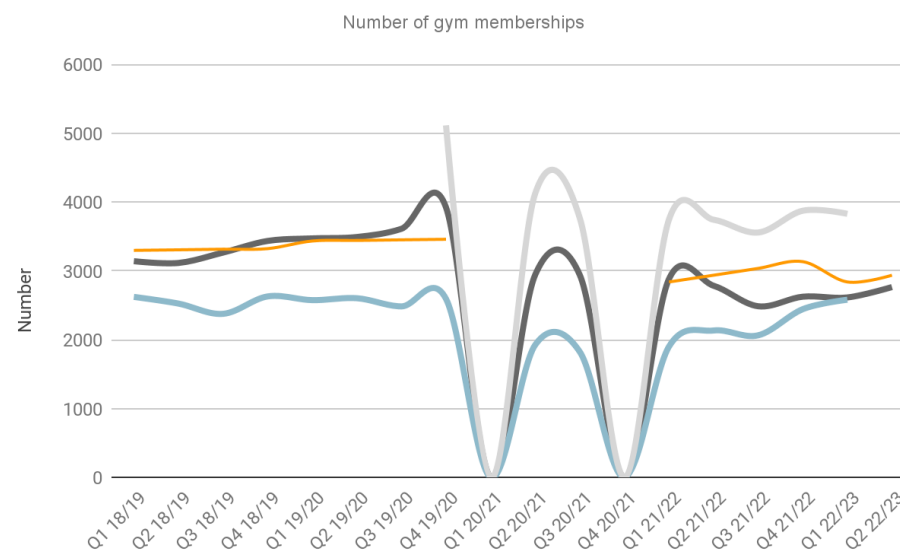
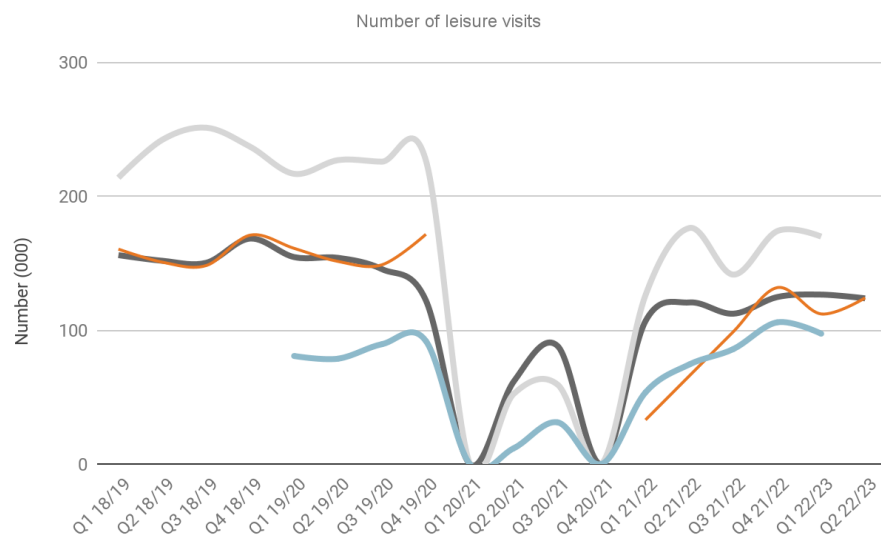
Note: since the implementation of In-Cab technology, the data source for missed collections is Alloy, In-Cab's back office system. This data source is more accurate than the previous data source.

The missed bins target was revised to 80 per 100,000 scheduled collections from 2022-23 Q1 to reflect improvements made over the previous year

## Leisure

### Number of visits to the three leisure centres & (Snapshot) Number of gym memberships

Target
  Cotswold
  Forest of Dean
  West Oxfordshire



#### OBSERVATION:

Leisure usage was slightly lower in Q2 due to the closure of Cirencester Leisure centre closed for two weeks while it was being refurbished. However, usage for the year to the end of Q2 has overachieved against the target (Actual: 250,097, Target: 236,000). Since the end of the quarter, Bourton Leisure refurbishment has also been completed. Initial signs are positive indicating that customers are returning to take up memberships. Local competition has been an issue for Cirencester Leisure in particular.

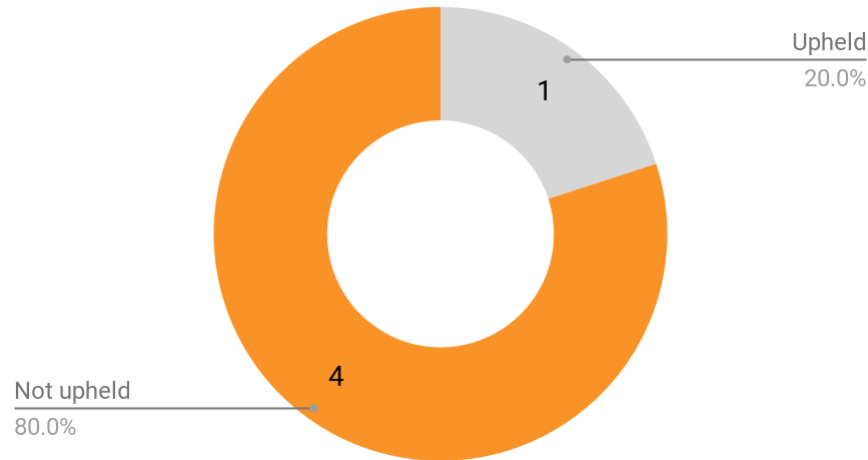
There continues to be a significant financial risk to Leisure Operators due to the energy price increases. Although a Government cap has been introduced for six months this does not remove the higher utility costs and is also only a cap until April 2023. With an average wetside leisure facility using approximately 80% of their energy to operate the swimming pool those sites with a wetside offer are particularly hard hit. SLM has highlighted this concern to the Council with a view to commencing discussions on viable opportunities to reduce the utility costs

Note: Gym memberships were frozen during the first and third lockdowns. No targets were set for 2020-21



## COMPLAINTS - ARE WE DOING THE 'DAY JOB' REALLY WELL FOR OUR COUNCILS?

Six complaints decisions at Stage 1



### OBSERVATION:

A new Customer Feedback Procedure went live on the 1st October 2021.

The new process has the following stages:

**Stage 1:** Relevant service area responds to complaint within 10 working days

**Stage 2:** Complaint is reviewed by Corporate Responsibility Team, response is signed off by relevant Business Manager, and sent to complainant within 10 working days

**Stage 3:** Complaint is reviewed by relevant Business Manager, signed off by relevant Group Manager, and sent to complainant within 15 working days

The complaints shown below only include complaints which were upheld or partly upheld at Stage 1.

Service area	Description	Outcome/learning	Decision	Response time (days)
Development Management	Delays in responding to pre planning application and further correspondence	There was a significant delay in providing a response to the complainant's pre planning application which was due to a shortage of staff and challenges in recruiting to vacant posts. An apology has been issued and acknowledgement that the service provided was not to the expected standard. A partial refund of the fees has been offered	Upheld	10